



Services Acquisition

AFMC Roadshow

Summer 2001



SERVICES ACQUISITION

~

It's a Team Approach



Purpose

- Intermediate level training
 - Share new or updated policy
 - Provide implementation examples
 - Increase awareness of available tools
 - Address deficiencies identified by AFMAA, DOD/IG, and GAO



STRATEGIC PLAN

VISION

Services Acquisition
Provide user with value
excellence, & satisfaction



GOAL

Find the best source
Strike the best deal
Get what you pay for

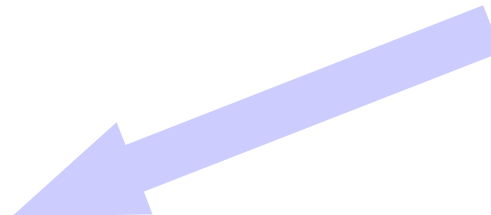


OBJECTIVES

Effective Competition
Performance Based
Service Acquisitions
Service Contract
Management

ACTIONS

Tools
Training
Measuremen





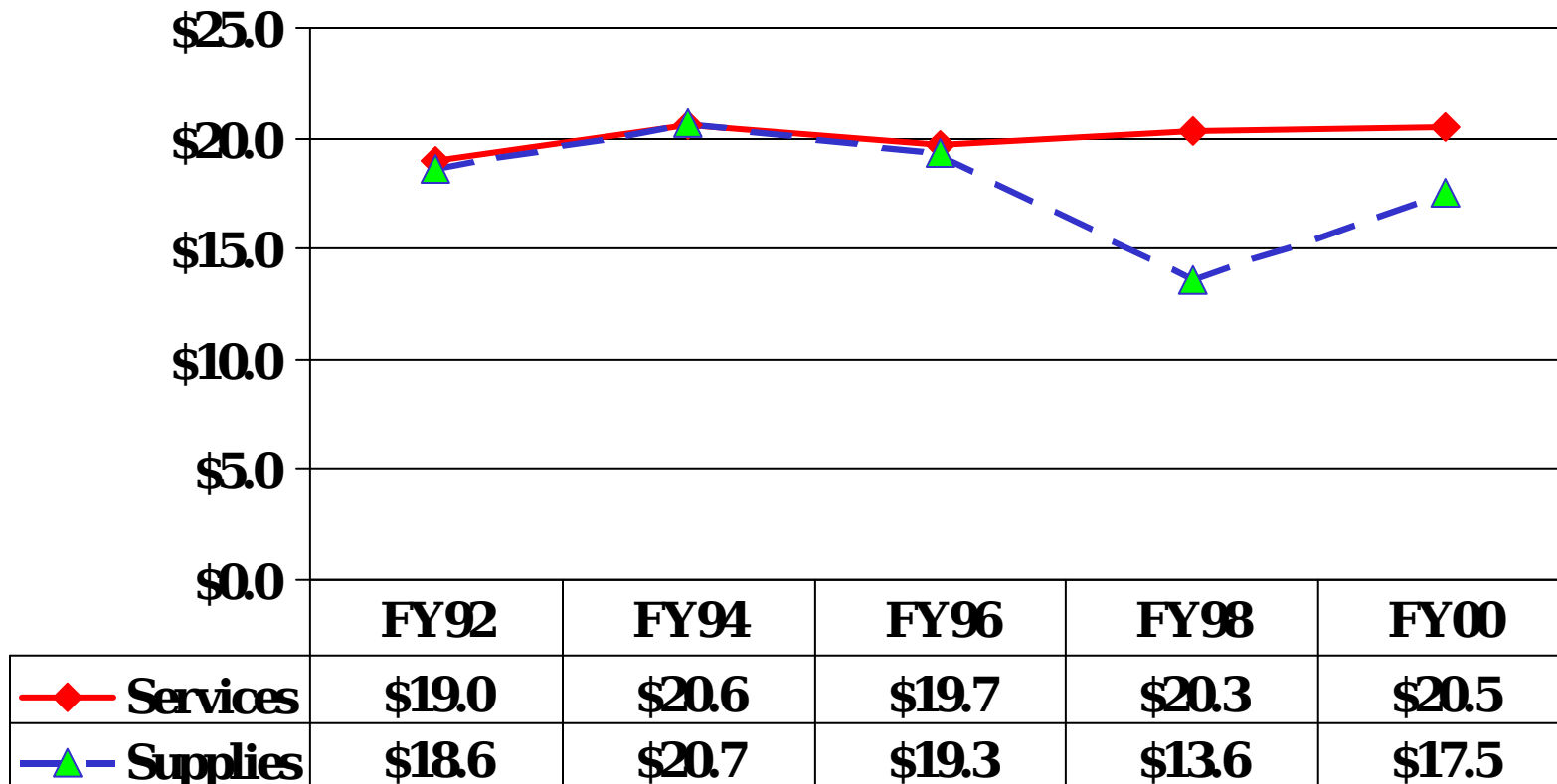
Background

- Changing Environment
 - A-76, FAIR Act, privatization, consolidation
 - Preference for commercial and performance based acquisition
 - DoD procurement budgets down 60% from 1985-
DoD less of a driver in the marketplace
 - Increasing competition for contracting dollars leading to choices in who acquires your needs
 - Audits, inspections indicated more training needed in the services area



AIR FORCE

Services vs Supplies



**Note: \$ are in
billions**



Services Definition

- A contract that directly engages the time and effort of a contractor whose primary purpose is to perform an identifiable task rather than to furnish an end item of supply. (FAR 37.101)





OVERVIEW

Services

**What
servic
es
are
you**

A&A

98

+

**How do
you
describe
and
manage**

**the PBSA
services?**

+

**How do
you
acquire
the
services?**

**MIPRs &
Economy Act**

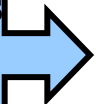
GSA

**Multiple
Award
Contracts**

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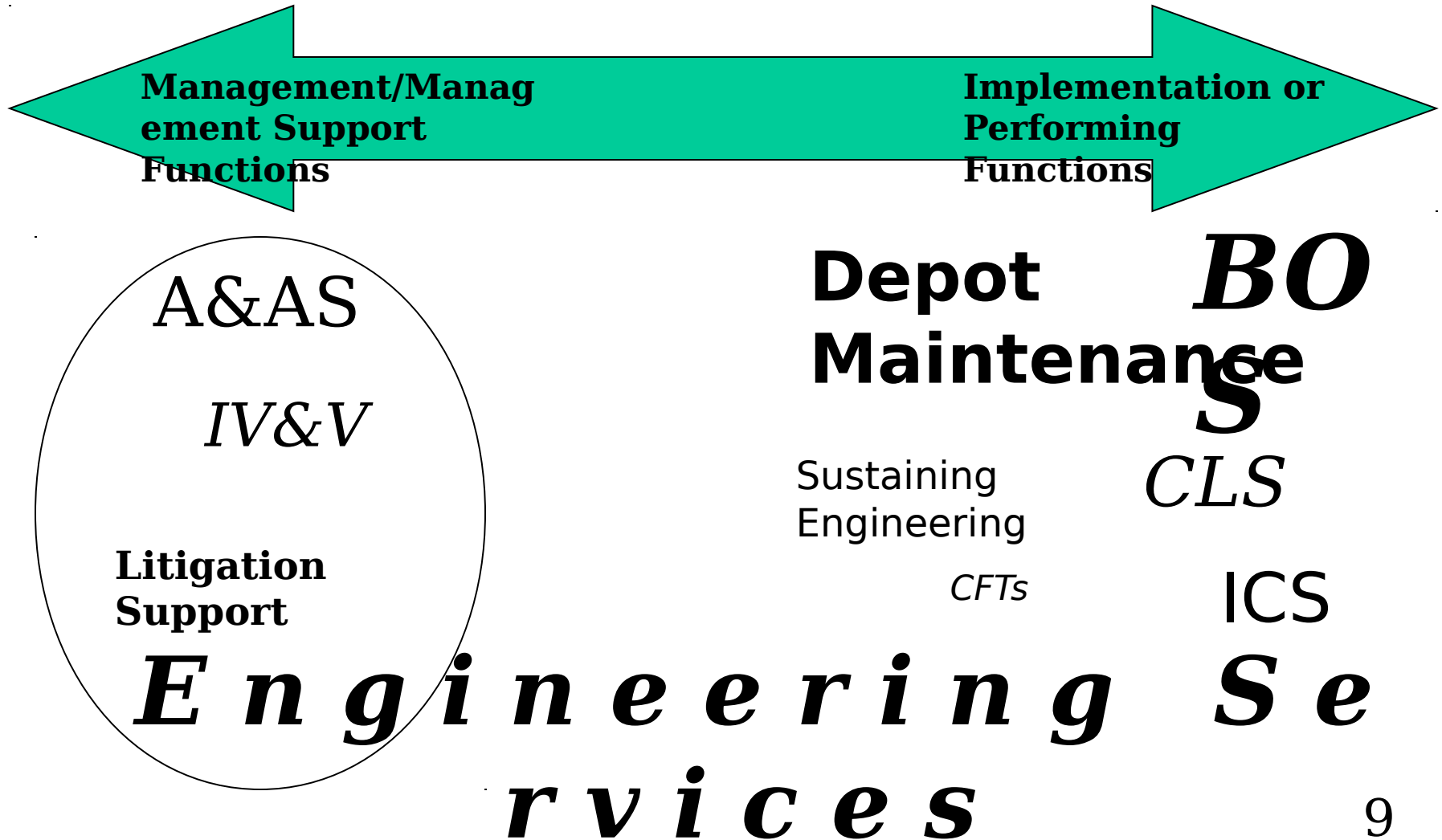
**Acquisiti
on
Strategy**

**Topics
we'll
cover**





What Are You Buying? Services Spectrum





Overview

Advisory and Assistance Services (A&AS)

- **A&AS** Background
 - Definition
 - Law
 - Policy
- Identifying A&AS
 - Exercise
- Required A&AS Documentation
- Responsibilities
- Conclusion



What is A&AS?

- What A&AS is
 - Services that provide a management or management/technical support function
 - A&AS may take many forms:
 - Information; advice; opinions; alternatives; studies; analyses; evaluations; recommendations; data collection; project monitoring; overseeing other contractors; training for functional/topical areas; technical support (e.g., determining performance specifications or parameters or test requirements, evaluating technical aspects); etc
- What A&AS is not
 - Services that provide an implementing or performing function
 - CLS; ICS; sustaining engineering; depot maintenance; etc.



What is A&AS? (Cont'd)

- Three A&AS categories
 - **Management and Professional Support Services**
 - Help to achieve effective/efficient management and operations
 - **Studies, Analyses, and Evaluations**
 - Provide organized, analytical assessment/evaluations for decision-making, management, or administration
 - **Engineering and Technical Services**
 - Provide direct support for managing technical activities
- There may or may not be deliverables with A&AS



Importance of A&AS

- Workforce reductions driving concerns
 - Using contractors to offset organic reductions
 - Audit findings:
 - Not properly identifying/documenting/reporting A&AS support
- SAF/AQ-imposed **contract man-year equivalent (CME)** ceiling FY94-FY01
- Statutory requirements for managing and reporting A&AS



A&AS Public Law Requirements

- Queries for availability of organic resources
- Expanded queries associated with A&AS for Initial Contract Award Proposal Evaluation and Analysis (ICAPEA)
- Certifications that A&AS does not circumvent personnel ceilings or replace displaced government employees (or employees who accept a “buy-out”)
- President’s Budget Exhibit # 15 (PB-15) reporting
- Funding as separate object class



A&AS Guidance Documents

- OMB Circular A-11, *Preparation and Submission of Budget Estimates*, Section 83, *Object Classification**
 - Object classes: 25.1, A&AS; 25.7, *Operations and maintenance of equipment*; 31.0, *Equipment*
- FAR Part 37, *Service Contracting*; FAR 37.2, A&AS <http://farsite.hill.af.mil/VFFAR1.HTM>
- DoDD 4205, *Acquiring and Managing A&AS**
- SAF/AQX A&AS *Interim Policy Memo**
- *AFMC A&AS Guide**
- Local (center) instructions

*<https://www.afmc-mil.wpafb.af.mil/HQ-AFMC/DR/PSBA/aas.htm>



A&AS Policy (Cont'd)

- Use of A&AS is an appropriate method to provide temporary, *ad hoc* support to help managers accomplish mission requirements
 - Limited in scope and duration to avoid perception of dependence on A&AS contractors
- Avoid commingling A&AS with non-A&AS
 - Show A&AS as separate Contract Line Item



A&AS Policy (Cont'd)

- A&AS shall **not** be
 - Used to perform inherently governmental functions
 - Refer to *AFMC A&AS Guide*, Attachment 7
 - Used to bypass or undermine personnel ceilings, pay limitations, or replace displaced government employees*
 - Awarded to former governmental employees on preferential basis
 - Used to aid in influencing or enacting legislation
 - Used to obtain professional/technical advice that is readily available in agency or another Federal agency*
 - Purchased through intermediary
 - Purchased using Element of Expense and Investment Codes (EEICs) 578xx, CLS; 57900, ICS; and 583xx, Sustaining Engineering
 - These activities fall under object class 25.7

*Derived from Public Law



Identifying A&AS

- A&AS decision often application-dependent
 - Requires judgement, discernment
 - Asking the following questions may help
 - Is primary (initial) purpose of effort to provide “advice” or “assistance” in *managing* some aspect of Air Force work?
 - Does effort fit within one of the three A&AS categories?
 - Is effort separable from or integral to primary work described in SOW?
- For help, refer to
 - *AFMC A&AS Guide*, Attachment 3
 - Center A&AS focal point



Identifying A&AS (Cont'd)

- Certain words/phrases tend to suggest A&AS
 - **Support** services
 - Management **support** services
 - Engineering **support** services
 - Technical **support** services
 - Assist; advise; help; aid; recommend; study; analyze; assess; evaluate; determine the applicability of; track; review; verify; reconcile; monitor; oversee; etc.



Identifying A&AS (Cont'd)

- Maintain consistency throughout contract package
 - All parts should corroborate and reinforce each other
- Recommend documenting services decision in SOW
 - Insert sentence in *Purpose*, *Scope*, or *Background* paragraph of SOW identifying what services are being purchased
 - Shows requiring activity made *deliberate* decision
 - Establishes context and perspective



Identifying A&AS Group Exercises



Identifying A&AS (Cont'd)

Statement of Work (SOW) for XXX_____Task Order

Scope: The purpose of this task order is to provide non-personal specialized support to the XXX System in the areas of acquisition program management, acquisition logistics, configuration and data management, manufacturing/quality assurance, and financial analysis...

The contractor shall:

- Assist in managing critical aspects of development, production, and/or deployment...
- Assist in actions required to award contracts to other contractors...
- Perform wide range of actions including gathering variety of program information; conducting analyses; assisting in acquisition strategy planning; assisting in milestone planning/tracking/scheduling, briefing preparation, staff coordination and decision documentation preparation; assisting in establishing and maintaining databases (e.g., contractor performance status systems); assisting in developing and analyzing key program metrics; assisting in developing and integrating risk management plans and strategies; assisting in surveillance of the weapon system prime contractor...

Is this A&AS or non-A&AS, and why? 22



Identifying A&AS (Cont'd)

Statement of Work (SOW) for XXX_____Task Order

Scope: The purpose of this task order is to provide non-personal **specialized support** to the XXX System **in the areas of acquisition program management, acquisition logistics, configuration and data management, manufacturing/quality assurance, and financial analysis...**

The contractor shall:

- **Assist in managing critical aspects of development, production, and/or deployment...**
- **Assist in actions required to award contracts** to other contractors...
- Perform wide range of actions including **gathering variety of program information; conducting analyses; assisting in acquisition strategy planning; assisting in milestone planning/tracking/scheduling, briefing preparation, staff coordination and decision documentation preparation; assisting in establishing and maintaining databases** (e.g., contractor performance status systems); **assisting in developing and analyzing key program metrics; assisting in developing and integrating risk management plans and strategies; assisting in surveillance of the weapon system prime contractor...**

***A&AS; Management & Professional Support
Services***



Identifying A&AS (Cont'd)

Statement of Work (SOW) for XXX Technologies

Scope: This SOW covers requirements for systems engineering activities...

Introduction: This program requires efficient and effective Systems Engineering and Planning Support to aid in controlling and analyzing the technical direction of program objectives. This includes...strategic planning and corporate development...establishing technical requirements...tracking, reviewing, and evaluating technical accomplishments including system definition, simulation, and structural needs, weapon system/subsystem testing, experimental design, and data management. These services are _____.

The contractor shall:

- Assist in planning, development, and execution of the program...
- Provide impact analysis to identify problem areas and constraints...
- Analyze impact of new program direction requirements, funding and technical development status...
- Establish, maintain, and update databases for tracking equipment, program scheduling, milestones, and status (including cost).
- Conduct risk assessments...

Is this A&AS or non-A&AS, and why?



Identifying A&AS (Cont'd)

Statement of Work (SOW) for XXX Technologies

Scope: This SOW covers requirements for **systems engineering activities...**

Introduction: This program requires efficient and effective Systems Engineering and Planning Support to **aid in controlling and analyzing the technical direction of program objectives**. This includes...**strategic planning and corporate development...establishing technical requirements...tracking, reviewing, and evaluating technical accomplishments including system definition, simulation, and structural needs, weapon system/subsystem testing, experimental design, and data management**. These services are _____.

The contractor shall:

- **Assist in planning, development, and execution of the program...**
- **Provide impact analysis to identify problem areas and constraints...**
- **Analyze impact of new program direction requirements, funding and technical development status...**
- **Establish, maintain, and update databases for tracking equipment, program scheduling, milestones, and status (including cost).**
- **Conduct risk assessments...**

A&AS; Engineering and Technical Services



Identifying A&AS (Cont'd)

Statement of Work (SOW) for Support of XXX Program

[Scope: This SOW covers requirements for]...analysis and modification of the XXX systems...These services are _____.

The contractor shall:

- Assist the program office in analyzing and documenting current multiple XXX system configurations...defining scope of work required to bring XXX up to required configuration...analyze existing and future interfaces and interoperability requirements...accomplish rebaselining...
- Design and develop the XXX system upgrade...produce and install the Group A and B kits...
- Test the upgraded XXX...testing will include all interoperability/interface requirements...
- After equipment installation, provide familiarization training...

Is this A&AS or non-A&AS, and why?



Identifying A&AS (Cont'd)

Statement of Work (SOW) for Support of XXX Program

[Scope: This SOW covers requirements for]...**analysis and modification** of the XXX systems...These services are _____.

The contractor shall:

- **Assist the program office in analyzing and documenting current multiple XXX system configurations...defining scope of work required to bring XXX up to required configuration...analyze existing and future interfaces and interoperability requirements...accomplish rebaselining...**
- **Design and develop the XXX system upgrade...produce and install the Group A and B kits...**
- **Test the upgraded XXX**...testing will include all interoperability/interface requirements...
- After **equipment installation**, provide familiarization training...

***Non-A&AS; modification, object class 31.0,
Equipment***



Identifying A&AS (Cont'd)

Statement of Work (SOW) for Support of XXX Program

[Scope: This SOW covers requirements for]...analysis and modification of the XXX systems...These services are _____.

The contractor shall:

- **As a first step in the XXX system modification, document the XXX multiple configurations and rebaseline the XXX and bring it up to required configuration...**
- Design and develop the XXX system upgrade...produce and install the Group A and B kits...
- Test the upgraded XXX...testing will include all interoperability/interface requirements...
- After equipment installation, provide familiarization training...



Identifying A&AS (Cont'd)

Statement of Work (SOW) for XXX Program Management and Activity Based Management Support

Purpose: This SOW covers the requirements for program management and activity based management support to the XXX Program Office...

The contractor shall:

- Maintain management databases with current information...obtain the data required to establish, maintain, and update databases for tracking equipment, program scheduling, milestones, and status (including funding)...
- Prepare weekly briefings conveying information from program management databases.
- Support activity based management...[to] include [as a minimum]...
 - Gathering and displaying data input by customers regarding hours and costs associated with XXX cost centers.
 - Analyzing and providing this information in a monthly report. Report may include recommendations for improving the activity based management process, where appropriate.
 - Providing specialized and/or ad hoc reports, upon request.

Is this A&AS or non-A&AS, and why? 29



Identifying A&AS (Cont'd)

Statement of Work (SOW) for XXX Program Management and Activity Based Management Support

Purpose: This SOW covers the requirements for **program management and activity based management support** to the XXX Program Office...

The contractor shall:

- Maintain management databases with current information...**obtain the data required to establish, maintain, and update databases for tracking equipment, program scheduling, milestones, and status** (including funding)...
- **Prepare weekly briefings** conveying information from program management databases.
- **Support activity based management**...[to] include [as a minimum]...
 - **Gathering and displaying data** input by customers regarding hours and costs associated with XXX cost centers.
 - **Analyzing and providing this information** in a monthly report. Report may include **recommendations for improving the activity based management process**, where appropriate.
 - Providing specialized and/or ad hoc reports, upon request.



Required A&AS Documentation

- **Determination/Decision Document (DDD)**
- President's Budget Exhibit # 15 (PB-15) Report
- Unit Manning Document (UMD)
- A&AS Management Plan



Determination/Decision Document (DDD) - General

- Documents
 - A&AS requirements
 - Results of querying for organic resources
 - Compliance with certifications
- **All** A&AS requirements must be addressed in the DDD
 - **Includes A&AS purchased through MIPR arrangements**
- DDD becomes part of contract file



DDD - Format

- Format in *AFMC A&AS Guide*, Attachment 5
 - Section 1 - A&AS Requirements Description
 - a. Description of Requirement
 - b. A&AS Contract Man-Year Equivalents (CMEs)
 - c. Types of Skills Needed
 - d. Period of Performance (Duration of A&AS effort)
 - e. Funding Source (Appropriation and EEIC)
 - Section 2 - Availability of Organic Personnel*
 - a. Results of Query*
 - b. Defense Technical Information Center (DTIC) Check (if required)
 - Section 3 - Cost Comparison (Only if organic resources available and effort is over \$100K)
 - Section 4 - Additional Certifications
 - a. Not circumventing personnel ceiling*
 - b. Not replacing displaced government employees*
 - c. Not performing inherently governmental functions



DDD - Querying Process

- Two options
 - At task order level for individual A&AS requirements
 - **SAF/AQXD preferred approach**
 - For consolidated set of A&AS requirements
 - Referred to as: period of performance DDD
 - May be for organization-wide or center-wide requirements
 - Period of performance DDD valid for up to 18 month duration
- Note
 - Five year “blanket” DDDs are prohibited
 - Existing blanket DDDs “grand-fathered”



DDD - Which Option to Use

- Task order DDD if
 - Lower level of certainty
 - Work is sporadic/intermittent, not foreseeable/predictable
 - Task is of long duration
- Period of performance DDD if
 - Higher level of certainty
 - Work is on-going, foreseeable, predictable
 - Large number of similar requirements during short period of time
 - Requiring activities significantly understaffed



DDD - Contract Traceability

- Every A&AS requirement on contract **must** be identifiable in, and traceable to, a DDD
 - Spreadsheet one way to gather and consolidate requirements and to show traceability
 - Spreadsheet provided on HQ AFMC/DR A&AS web page* **Must be able to show connection, relationship**

*<https://www.afmc-mil.wpafb.af.mil/HQ-AFMC/DR/PSBA/aas.htm>



(PB-15) Report

- Documents actual/planned A&AS expenditures
 - Current year and three following fiscal years
 - Manual data call Aug time frame
 - FM responsible
 - Report CMEs working at center and its O/Ls and Detachments
 - **Include A&AS purchased through MIPR arrangements**
- Addresses only Air Force funds
- Financial information should be reported to five character Element of Expense and Investment Code (EEIC)



Unit Manning Document (UMD)

- Records CMEs in manpower data system
 - Reported by A&AS categories:
 - Management and Professional Support
 - Studies, Analyses, and Evaluations
 - Engineering and Technical
 - Also reported by funding source:
 - Budgeted and Executed
 - Executed only
- UMD data used for decision-making
 - Accurate documentation very important
- Center manpower office responsible for UMD coding/documentation



Responsibilities

- Requiring activity team responsibilities
 - Makes A&AS decision
 - Prepares DDD and conducts queries
 - Must be able to substantiate certifications in DDD
 - Provides information for PB-15 Report
 - Works with manpower office to document CMEs in UMD
- Center responsibilities
 - **DDD querying focal point** - ensures capability to conduct and respond to queries for organic resources; can assist with A&AS decision
 - **FM** - conducts PB-15 Report data call
 - **Manpower office** - may assist with responses to queries; documents CME in UMD; tracks/advises on center manpower ceilings

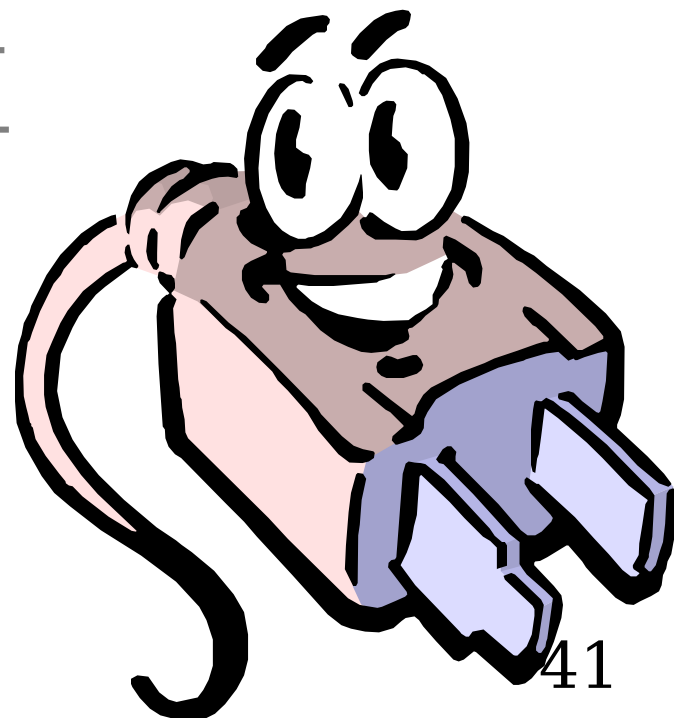


A&AS Key Points

- Exercise discernment, judgement in A&AS decision
- Be aware of A&AS statutory requirements
 - Conduct queries for availability of organic resources
 - Comply with prohibitions on personnel practices
 - Report PB-15 information
- **Ensure all A&AS requirements on contract are traceable to DDDs**
- Make use of available resources
 - A&AS focal point
 - Business advisor
 - *AFMC A&AS Guide*



BREAK





Services

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**How do
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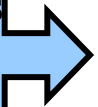
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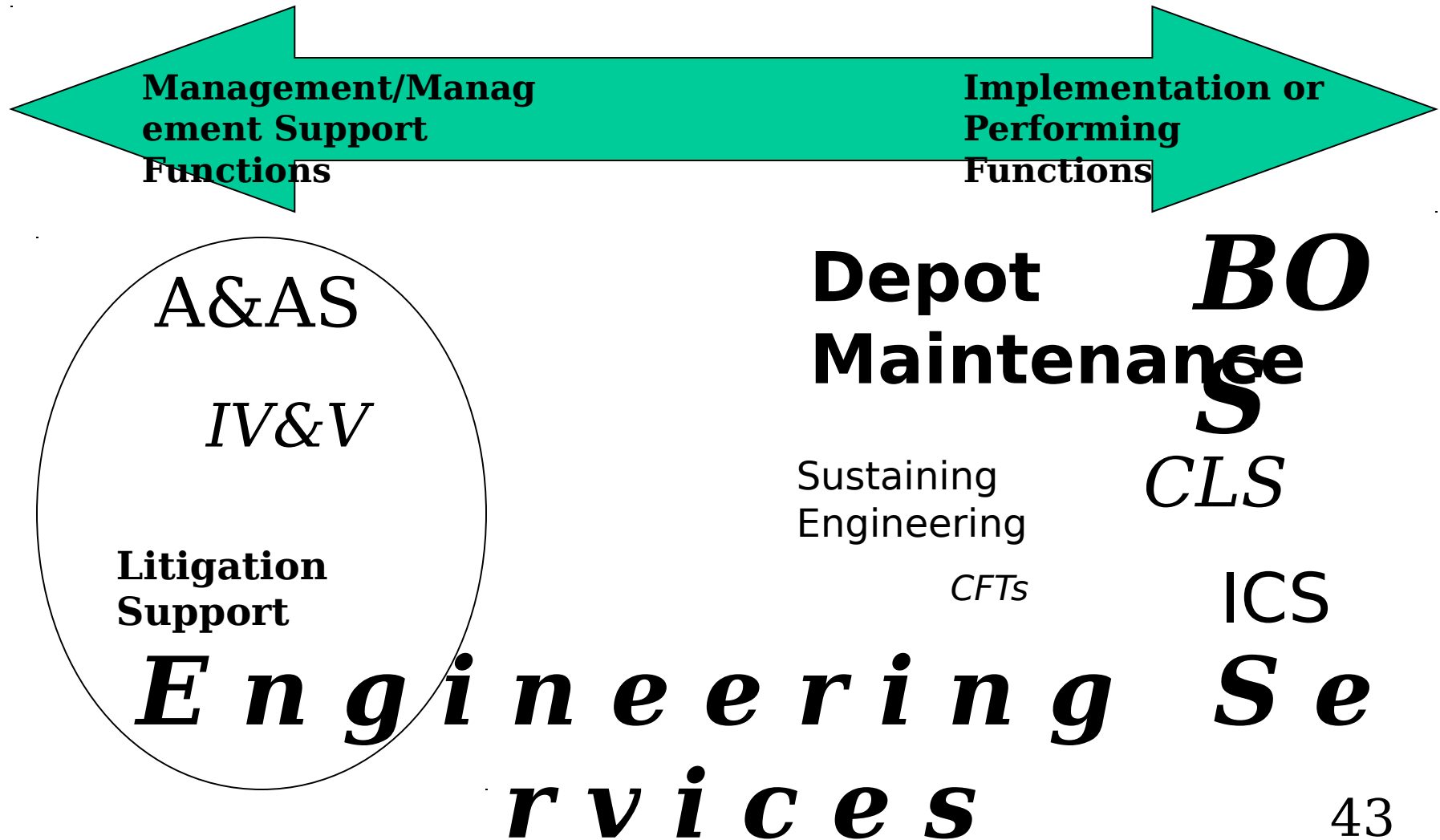
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What Are You Buying? Services Spectrum





Performance-Based Services Acquisition (PBSA) Overview

- PBSA -
Description/Policy/Benefits
- PBSA - Making It Work
 - Performance/Exercise
 - Service Delivery Summary/Exercise
 - Incentives/Exercise
 - Surveillance/Exercise
 - Capstone Exercise
- Key Points



Elements of PBSA

- 4 Defining Elements
 - Describes service in terms of “WHAT”, not “HOW”
 - Uses measurable performance standards and Quality Assurance Surveillance Plans (QASPs)
 - Specifies procedures for reduction in fees or price
 - Satisfied by an inspection of services clause
 - Includes performance incentives as appropriate
- 80% Rule
 - Compliance is considered achieved when 80% of obligation meets these essential elements



Business Requirements and Advisory Group (BRAG)

- The BRAG is a multi-functional team that plans/manages services contract through life of the requirement
 - Strategy development
 - Acquisition planning
 - Market research
 - Requirements and solicitation development
 - Source selection
 - Contract performance management



Quality Assurance Program Coordinator (QAPC)

- Requires assignment of full-time Quality Assurance Program Coordinator (QAPC)
 - QAPC is the installation/center QA focal point
 - QAPC must be trained by AETC
 - QA personnel require both Phase 1 and Phase 2 training
 - Phase 1: General PBSA/QA training
 - Conducted by QAPC
 - Phase 2: Specific to a particular contract/duties
 - Conducted by contract administrators



PBSA Policy

- Implemented by AFI 63-124
- Mandated by USD(AT&L) “Gansler” Memo dated 5 Apr 2000: “Minimum of 50% of service acquisitions, measured both in dollars and actions, are to be performance-based by 2005.”
- OFPP letter dated 15 May 2000 requires special Federal Procurement System Report (**DD350**) coding for all services contract actions \$100,000 & up
Y(yes) = Performance based* N(no) = Not performance based

*compliant with FAR 37.601 as measured by 80% rule



PBSA Policy (Cont'd)

When PBSA Doesn't Apply

- AFI 63-124 exempts certain services
 - Utility and Energy service contracts
 - Construction and Architect-Engineering contracts (awarded under FAR 36)
 - Education service agreements with established schools on their premises
 - Short duration services incidental to supply purchases (e.g., training)
 - Personal services contracts
 - Others (see AFI 63-124, Atch 2)



PBSA Policy (Cont'd)

What's Next?

- AFI 63-124 Anticipated Changes
 - Emphasizes PBSA vs PBSC
 - Team approach vs Contracting approach
 - SDS should capture mission requirements at highest level that can be effectively measured
 - Suggests methods of surveillance
 - Allows more flexibility in forming the BRAG
 - QA Program Coordinator will be a member of/ advisor to the BRAG
 - More QA documentation required
 - Recommends QA personnel train customers



Benefits of PBSA

- Better prices and performance achieved because contractor has more flexibility to use innovative processes
- Descriptions of work in commercial terms may draw more commercial firms



PBSA - Making It Work Performance

- DESCRIBE **results**, not methods, of performance
- Maximize Best Commercial Practices vs. AFIs
 - Limit AFI and other references in SOW to only applicable mandatory paragraphs
 - Pursue waivers when applicable AFI inhibits contractor best practices



Performance Exercise - Step 1

Custodial contract: Change this paragraph from “how to”
to “performance-based” (results oriented).

1.2.3. Sweep and Mop Floor. Sweep floors with commercial brooms, daily. Mop floors using clear water, weekly. Brooms and mops shall be replaced when they begin to show signs of wear. Floor tile grout shall be cleaned with commercial cleaner ABC No. 7 or equivalent, monthly. Moveable items shall be tilted or moved to sweep and damp mop underneath. Floors shall be stripped, scrubbed, waxed, quarterly, using stripping solution AJAX 1234, or equivalent. Wax shall be Johnson’s Best, or equivalent. The scrubbers and buffers must have a minimum 500 rpm. All proposed equivalent floor material must be approved by the civil engineering squadron prior to use.



PBSA Making it Work

Service Delivery Summary (SDS)

- Service Delivery Summary
 - HIGHLIGHT **results** with performance objectives
 - Establish the critical requirements (performance objectives) to be measured
 - Create measurable performance thresholds for each performance objective
 - e.g., % accuracy, % on time
 - Required in all PBSA SOWs



Service Delivery Summary Exercise - Step 2

What performance objectives and thresholds would you establish for this effort?

Performance based SOW (Results-Oriented)

1.2.3. Floor Maintenance. The contractor shall sweep and mop floors, as needed. The entire floor surface, including under moveable items, shall be free from litter, dirt, dust and debris. Grout on floor tiles shall be free of dirt, scum, mildew, residue, etc. Floors shall have a uniform appearance without streaks, swirl marks, detergent residue, or any evidence of soil, stain, film or standing water. Floors shall be stripped, scrubbed, waxed, etc., as necessary to maintain sanitary conditions and a clean, uniform appearance.



PBSA - Making It Work Incentives

- Include negative and positive incentives
 - Re-performance is preferred over fee/price reductions
 - However, procedures for reduction of fee/price required (minimally satisfied by an inspection of services clause)
 - Past performance “report cards” should reflect actual performance and be used for future evaluations for award
 - Use positive performance incentives when appropriate
 - Do not reward contractors for simply meeting contract performance requirements
 - Consider Award Fee and Award Term incentives
 - Exercising of options and reduced surveillance are also positive incentives



Incentives

Exercise - Step 3

What negative and positive incentives could you apply to the BOS effort we've been discussing?

Performance based SOW (Results-Oriented)

1.2.3. Floor Maintenance. The contractor shall sweep and mop floors, as needed. The entire floor surface, including under moveable items, shall be free from litter, dirt, dust and debris. Grout on floor tiles shall be free of dirt, scum, mildew, residue, etc. Floors shall have a uniform appearance without streaks, swirl marks, detergent residue, or any evidence of soil, stain, film or standing water. Floors shall be stripped, scrubbed, waxed, etc., as necessary to maintain sanitary conditions and a clean, uniform appearance.



PBSA - Making It Work Surveillance

- Quality Assurance Surveillance Plans (QASPs) are required for all services contracts over \$100,000 per year regardless of who issues the order or where the work is performed
 - Includes task orders against other activities' contracts such as GSA
- QASP establishes methods of surveillance for Performance Objectives outlined in SDS



PBSA - Making It Work Surveillance (Cont'd)

- Tailor level of surveillance to type and size of contract, kind of service, and contractor's own quality control plan
 - Timeliness of surveillance
 - Method consistent with established guidelines
 - Surveillance folders up to date
- Where Defense Contract Management Agency (DCMA) will be performing surveillance, they should be part of the team developing the QASP



PBSA - Making It Work

Types of Surveillance

- Trend Analysis
- Periodic surveillance/inspection
- Random sampling
- Customer complaints and/or feedback
- Third party audits/assessments
- 100% inspection/surveillance



Types of Surveillance (Cont'd)

- Trend analysis
 - Monitors contractor's on-going performance over time
 - Used when there is quantifiable data
 - May use contractor's own metrics (must validate)
 - Example: Phone response time



Types of Surveillance (Cont'd)

- Periodic surveillance/inspection
 - Performed on a regularly scheduled basis
 - Use when you want to ensure that contractor is making regular progress
 - Example: Environmental clean-up



Types of Surveillance (Cont'd)

- Random sampling
 - Statistically based; assumes the government receives acceptable performance if a given percentage are found to be acceptable; inspections are unscheduled
 - Use with frequently occurring tasks
 - Example: Custodial contracts, maintenance and repair actions



TBSA - Making it work

Types of Surveillance (Cont'd)

- Customer complaints and/or feedback
 - Detects when work is unsatisfactory
 - Ongoing; i.e., can happen anytime during performance
 - Subjective, so must be validated
 - Use for routine services
 - Example: Maintenance response time in family housing
 - Note: Customer education is important for this to work



ITBSA - Making it work

Types of Surveillance (Cont'd)

- Third party audits/assessments
 - Evaluation is performed by third party organization that is independent of customer and contractor
 - Used when impartial or highly specialized knowledge is required
 - Example: Independent Validation and Verification (IV&V) for software development



Types of Surveillance (Cont'd)

- 100% inspection/surveillance
 - Requires inspecting a performance objective and threshold every time it occurs
 - Use when contract requirements have especially critical impact(s) on mission accomplishment, security, or safety
 - Example: Repairing safes and vaults



Surveillance

Exercise - Step 4

Which of the six methods of surveillance could be applied to this BOS effort?

Performance based SOW (Results-Oriented)

1.2.3. Floor Maintenance. The contractor shall sweep and mop floors, as needed. The entire floor surface, including under moveable items, shall be free from litter, dirt, dust and debris. Grout on floor tiles shall be free of dirt, scum, mildew, residue, etc. Floors shall have a uniform appearance without streaks, swirl marks, detergent residue, or any evidence of soil, stain, film or standing water. Floors shall be stripped, scrubbed, waxed, etc., as necessary to maintain sanitary conditions and a clean, uniform appearance.



Capstone Exercise

Putting It All Together

Determine the essential services in this A&AS SOW and develop the performance objective, performance threshold, and surveillance technique for each sub-paragraph.

2.1. Program Management.

2.1.1. The contractor shall maintain management databases with current information. The contractor shall obtain the data required to establish, maintain and update databases for tracking equipment, program scheduling, milestones, and status (including funding).

2.1.2. The contractor shall prepare weekly briefings conveying information from program management databases.

2.2. Activity Based Management Support. The contractor shall support activity based management in the XXX program office. As a minimum this shall include:

2.2.1. Gathering and displaying data input by customers regarding hours and costs associated with XXX cost centers.

2.2.2. Analyzing and providing this information in a monthly report. 2.2.3. Report may include recommendations for improving the activity based management process, where appropriate.

2.2.4. Providing specialized and/or ad hoc reports, upon request.



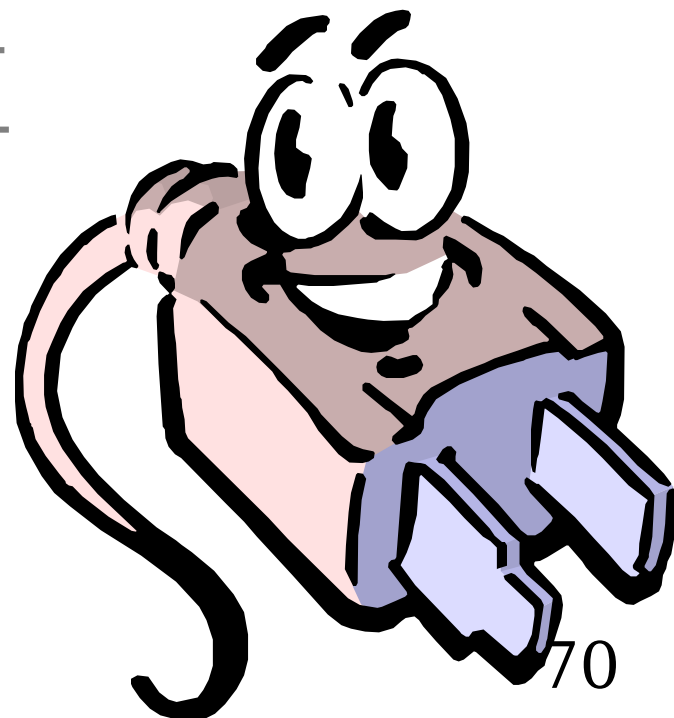
PBSA Key Points



- Determine required results
- Let the contractor determine the method
- Ensure expectations are understood and measured
- Develop incentives as powerful motivators
- Use commercial approaches, contractors' QA systems where appropriate
- Remember to code compliance in DD350



BREAK





Services

What services are you buying?
A&A

+

How do you describe and manage the PBSA services?

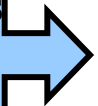
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How do you acquire the services?
MIPRs & Economy Act

=

Acquisition Strategy

Topics we'll cover

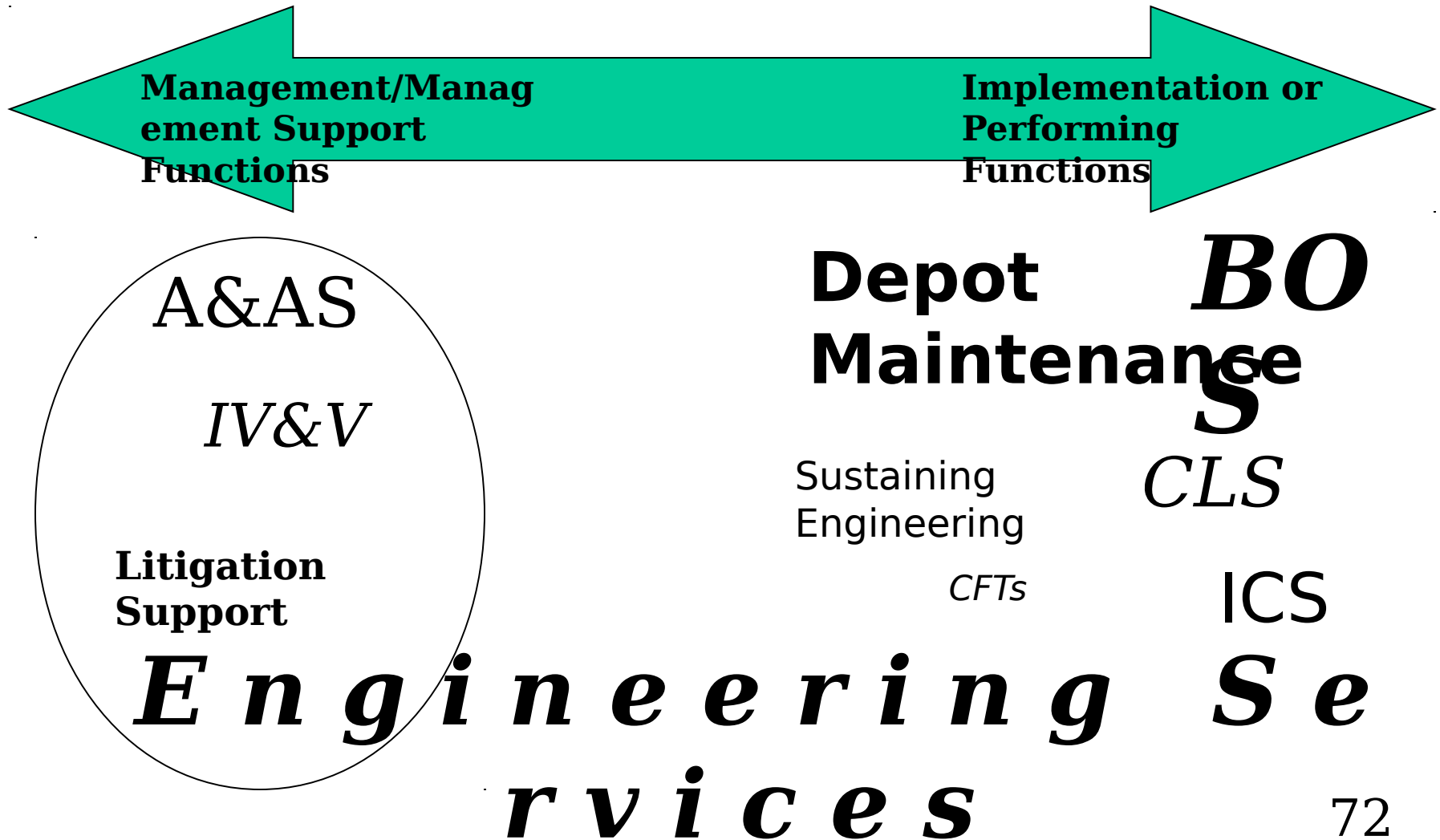


GSA

Multiple Award Contracts



What Are You Buying? Services Spectrum





Overview

MIPRs, Economy Act, and GSA

- Acquisition Planning/Market Research
 - **Military Interdepartmental Purchase Requests** (MIPRs)
 - **Economy Act**
 - **Commercial Information Technology- Product Area Directorate** (CIT-PAD)
 - General Services Administration (GSA)



Acquisition Planning Policy

- FAR Part 7, Acquisition Planning requires
 - Agencies shall perform acquisition planning and conduct market research for all acquisitions in order to ensure the Government meets its needs in most effective, economical, and timely manner
 - Program manager or requiring activity responsibility
 - Commensurate with the specific acquisition
 - Integrated effort by all personnel responsible for the acquisition - team approach
 - Secure the concurrence of the CO



Acquisition Planning Market Research Tools

- MR PoST
 - <https://afkm.wpafb.af.mil/ASPs/Market/MRPoST/mrpostclassic.htm>
 - Aid in market research activities
 - Can be used to document results



MR PoST



Market Research Performance Support Tool (MRPST)

The Market Research Performance Support Tool (MRPST) was designed to be a job aid for the Air Force Acquisition Community. The MRPST can assist Air Force personnel in outlining requirements, conducting market research queries, assessing query results, documenting market analysis and more. Click on Step 1 to start.

Engines

Support Equipment

Missiles

Computers

Services

[Step 1:](#)

Outlining Your Market Research Document



[Build It](#)

[Step 2:](#)

Documenting Your Market Research



[Build It](#)

[Step 3:](#)

Understanding Market Research Queries

[Step 4:](#)

Accessing Online Resources

[Step 5:](#)

Refining Your Search

[Step 6:](#)

Determining the Market's Ability to Meet Requirements



Market Research Tools (Cont'd)

- ConConnect
 - <https://www.afkm.wpafb.af.mil/conconnect/welcome/welcome.asp>
 - <https://www.afmc.mil.wpafb.af.mil/HQ-AFMC/PK/pkp/pkpc/connect.htm>
 - Database of existing AFMC contracts that permit other organizations to order from them
 - Decision Tree



TYPE SERVICE OR COMMODITY

Computer Equipment

Gen Supplies/Products

Services

FSC/SVC

DoDANS

SEARCH

ADMINISTRATION

Protocol

Log In

Forgot Password

Focal points, please log in to maintain your contracts.

Welcome to the Contract Connection (ConConnect)

ConConnect provides you with a choice of AFMC ordering contracts. It includes all AFMC contracts allowing ordering by others. This tool will be useful when performing market research. When used in conjunction with the ConConnect Decision Tree, it will help you provide the right vehicle and the right business advice to your customers when they need it.

This system allows you to find Air Force contracts in three ways:

- **Type of Service or Commodity:** Select the category that best fits your contracting needs.
- **Federal Supply Class and Service Code (FSC/SVC):** Select the FSC/SVC number you are interested in.
- **DoD Activity Numbers (DoDANS):** Select the DoDANS that you want to use.

For additional information, please see [Help](#).

After you've used ConConnect, please take a moment to provide [feedback](#) about your experience. We value your input to aid in the continuous improvement of this system. Thank you.

If you are a focal point who maintains contracts please login to enter and modify your contracts.

"Get Connected with ConConnect."

REFERENCE

[System Help](#)

[FSC/SVC Description](#)

[DoDANS Description](#)

[ConConnect Decision Tree](#)

[AFMC PK ConConnect Homepage](#)

LINKS

[GSA Advantage](#)

[Army Acquisition](#)

[Navy IT Umbrella](#)

[AF Country Store](#)

[Air Force IT Superstore](#)

[DISA IT and MITSS](#)

This tool is intended to convey confidence in pursuing a general course of action, not as a single decision mechanism.



Contract Connection (ConConnect) Decision Tree

This tool is intended to convey confidence in pursuing a general course of action, not as a single decision mechanism.

Flowchart

**Decision Tree
Modules**

**ConConnect
Homepage**

**ConConnect
Database**

ConConnect has been developed to help you provide the right contract vehicle and business advice to your customers when they have requirements to be put on contract. It has been designed to be a tool to help you assess the various choices available. ConConnect may also help you to create contract vehicles robust enough to stand out, to your users, in the current competitive market.

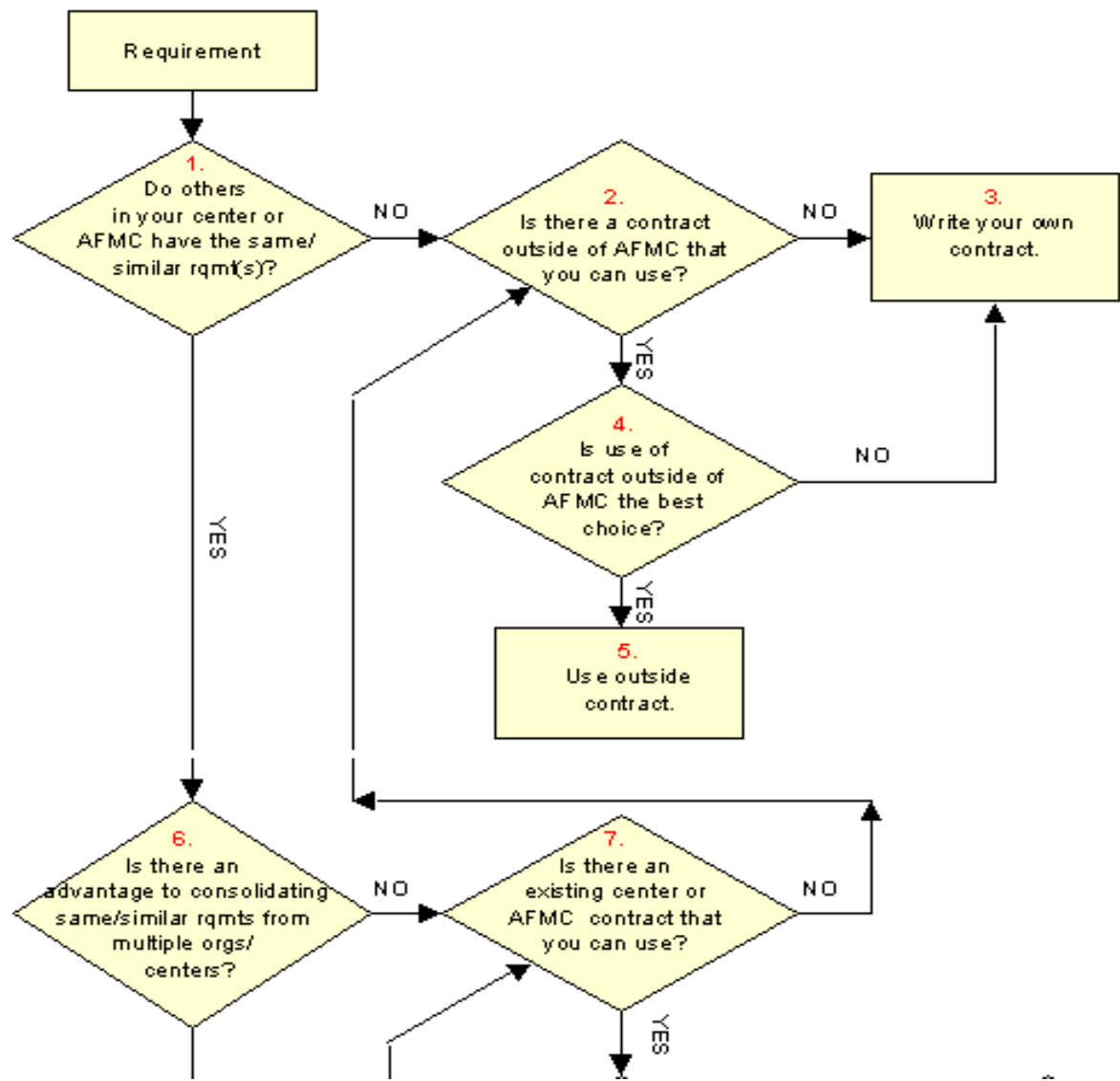
ConConnect is structured to lead you through a [set of "yes" or "no" questions](#) that you can consider in determining the best contracting approach. It also highlights important considerations to help you answer these questions. Many of the considerations are directly linked to other sources of information. [Typical questions.](#)

While there are many routes to take depending on your situation, [there are basically four possible outcomes from the decision tree.](#)

A segment of this flow chart is provided at the bottom of each decision screen to assist individuals in picturing where they are in the decision tree.

We welcome your feedback and any suggestions for improvement. Please provide your comments to Mr. David Thomas at (937) 255-0493, DSN 785-0493, or e-mail David.Thomas2@afrl.af.mil.

Click to go to [Module 1](#) Each of the Diamond Decision Blocks are hyperlinked with the module. Click to go to that module. You can return to the flowchart from any module by clicking on the flowchart graphic. [Return to the introduction](#).





6. Is there an advantage to consolidating same/similar requirements from multiple organizations or centers?

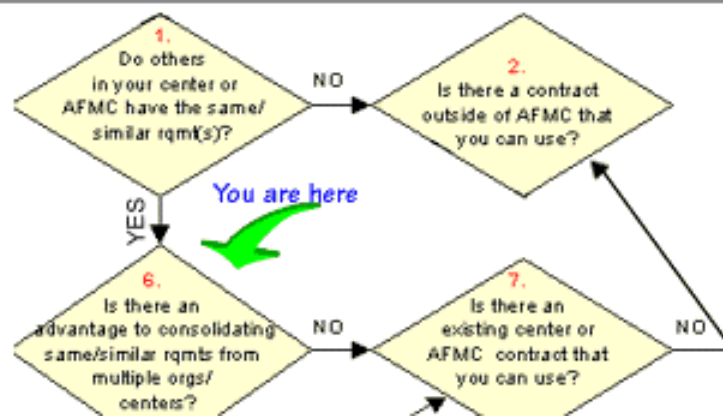
Yes

No

● Considerations:

- Can you get better prices, terms, or performance with a larger consolidated contract?
- Do you have adequate resources and lead time?
- Would it provide more leverage with a contractor over the term of the contract?
- Would there be a savings in manpower and resources on a command-wide basis?
- Would it provide a superior contract vehicle to requiring organizations?
- Would there be an impact to Small Business?
- If advisory and assistance service requirement, query and approval procedures still apply.

Pros/Cons



Return to
[ConConnect Home Page](#)

Return to
[ConConnect Introduction](#)

Home



Type Service or Commodity

[COMPUTER EQUIPMENT](#)
[GENERAL SUPPLIES/PRODUCTS](#)
[SERVICES](#)

[Miscellaneous, Other](#)
[Repair & Maintain Computers and peripherals](#)
[Repair, Overhaul, Modification and/or Maintenance Services](#)
Computer Services
[Integration](#)
Network Services
[Administration](#)
[LAN](#)
[Other Network Services](#)
[WAN](#)
Software Services
[All Other Services](#)
[Maintenance](#)
Documentation (Tech Orders)
[Digitization](#)
Electronics, except computers and their peripherals
[Avionics](#)
[Radar](#)
Engineering
[Avionics](#)
[Environmental](#)
[Other](#)
[Reliability and Maintainability](#)
Management Services
[Facilities Support Management Services](#)

REFERENCE

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[DoDANS Description](#)

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Decision Tree](#)

[AFMC PK ConConnect
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[DISA IT and MITSS](#)

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TYPE SERVICE OR COMMODITY

[Computer Equipment](#)

[Gen Supplies/ Products](#)

[Services](#)

[FSC/SVC](#)

[DoDANS](#)

[SEARCH](#)

ADMINISTRATION

[Protocol](#)

[Log In](#)

[Forgot Password](#)

Focal points, please log in to maintain your



Program Office Support (Technical, Advisory and Assistance Services)

Contract Number	Organization	Program Name	Order Period	FSC/SVC	Contractor	Scope/Key Words
F0470198D0028	SMC	MAGR 2000	1/1/00 thru 11/30/03	AC65	Raytheon	Prgm Office Support
F0470198D0100	SMC	ABL A&AS	1/1/00 thru 3/31/03	70	Logicon	Prgm Office Support
F09603-00-D-0014	WR-ALC	Advisory & Assistance Services (A&AS)	12/1/99 thru 11/30/04	R4, R6, R7	EMEC Co.	Advisory & Assistance Services
F09603-00-D-0015	WR-ALC	Advisory & Assistance Services (A&AS)	12/1/99 thru 11/30/04	R4, R6, R7	Madison Research Corp	Advisory & Assistance Services
F09603-00-D-0016	WR-ALC	Advisory & Assistance Services (A&AS)	12/1/99 thru 11/30/04	R4, R6, R7	Eagle Group Corp	Advisory & Assistance Services
F0960399D0138	WR-ALC	Avionics Mgt and Eng Svcs	1/1/00 thru 5/6/02		ATTI	Management and Engineering Services for WR-ALC/LY
F0960399D0276	WR-ALC	Advisory and Assistance Services	1/1/00 thru 6/1/02		High Technology	Manpower Support/Advisory and Assistance Services for AMRAM



Program Office Support (Technical, Advisory and Assistance Services)

Organization	WR-ALC
Contract Number	F0960399D0276
Program Name	Advisory and Assistance Services
Order Start	1/1/00
Order End	6/1/02
FSC/SVC	
Contractor	High Technology
POC	M. Bloodworth
POC Phone Number	468-9097
POC Email	mike.bloodworth@robins.af.mil
Authorized Users	DoD**
Who can issue orders?	WR-ALC/LKK PCOs
Scope Keywords	Manpower Support/Advisory and Assistance Services for AMRAM



TYPE SERVICE OR COMMODITY

Computer Equipment
Gen Supplies/Products
Services

FSC/SVC
DoDANS
SEARCH

ADMINISTRATION

Protocol
Log In

[Forgot Password](#)

Focal points, please log in to maintain your contracts.

Search ConConnect

Search for:

Refine your search by selecting one or more boxes below. If one or more boxes below are selected, only the information selected will be searched.

- ☐ Search Contract Numbers
- ☐ Search Program Names
- ☐ Search Contractor Names
- ☐ Search Scope / Key Words

Sort Criteria

- ☒ Sort by Contract Numbers
- ☐ Sort by Program Names
- ☐ Sort by Contractor Names
- ☐ Sort by Scope / Key Words

REFERENCE

[System Help](#)

[FSC/SVC Description](#)

[DoDANS Description](#)

[ConConnect Decision Tree](#)

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[DISA IT and MITSS](#)

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Acquisition Planning/Market Research

What are your choices?

- Award new contract
 - May even award lead contract others can use
- Existing local contracts
- Other AFMC ordering contracts
- Other contracts outside AFMC
 - DoD or other agency contracts
 - MIPR
- Bottom line: Involve the CO and other team members early in the process



Military Interdepartmental Purchase Request (MIPR)

- MIPRs are used to provide other government activities authority and funds to purchase supplies and service



Air Force Audit Agency MIPR Issues

- Failure to comply with Economy Act
- Acquisition planning not accomplished
 - Contracting coordination recommended
- MIPRs not always economical or in the best interest of the government
 - Not documenting the benefit of fees/surcharges
- **Bona fide need** not always supported
- Personal services and A&AS issues
- Surveillance not properly accomplished



Economy Act

What the heck is it?

- It's the law
- Permits a federal agency to order supplies and services from another agency under certain conditions
- Designed to promote economy in government operations
 - Eliminates duplication of effort
 - Takes advantage of other agency's expertise
 - Promotes economy by consolidation
 - i.e. quantity discounts



Economy Act

When can it be used?

- Orders may be placed with other agencies if
 - Appropriate under their existing contracts; AND
 - Servicing agency better qualified-possesses expertise not available in the Air Force; AND
 - Agency authorized by law or regulation to purchase the supplies/services; OR,
 - Purchase authorized by executive order or specifically allowed elsewhere in the Federal Acquisition Regulations (FAR)



Economy Act

What does it require?

- ***Inter***agency acquisitions require a Determination & Finding (D&F)
- Agency is DoD, not Air Force
 - *Inter*agency is outside DoD
 - e.g. GSA, Department of Energy
 - D&F required
 - *Intra*agency is within DoD
 - e.g. Army, Navy
 - No D&F required



Economy Act Approval How & Who?

- Economy Act orders require a D&F stating
 - The interagency acquisition is in the Government's best interest
 - The services cannot be obtained as conveniently or economically by contracting directly with the private sector
 - D&F must address any administrative fees/surcharges



Economy Act Approval How & Who? (Cont'd)

- The D&F is
 - Prepared by the requiring activity
 - Before the MIPR is processed
 - AFFARS 5317.503-90 provides instruction and format for completing the D&F
 - Reviewed by the CO who would normally have procured the requirement
 - Your local contracting office
 - Copy retained by the contracting office in a central file
 - Approved by an SES/General Officer
 - In the requiring activities chain-of-command



Economy Act

Are there D&F exemptions?

- Yes -7 exemptions cited in AFFARS
 - Required Sources (FAR Part 8)
 - Federal Supply Schedules if USAF buys
 - Coordinated Acquisitions (DFARS Part 208)
 - Information Technology (IT) through Federal Technology Service
 - Multi-agency IT contract (GWACS)
 - Project Orders (DoDI 7220.1)
 - Other specific statutory authorities

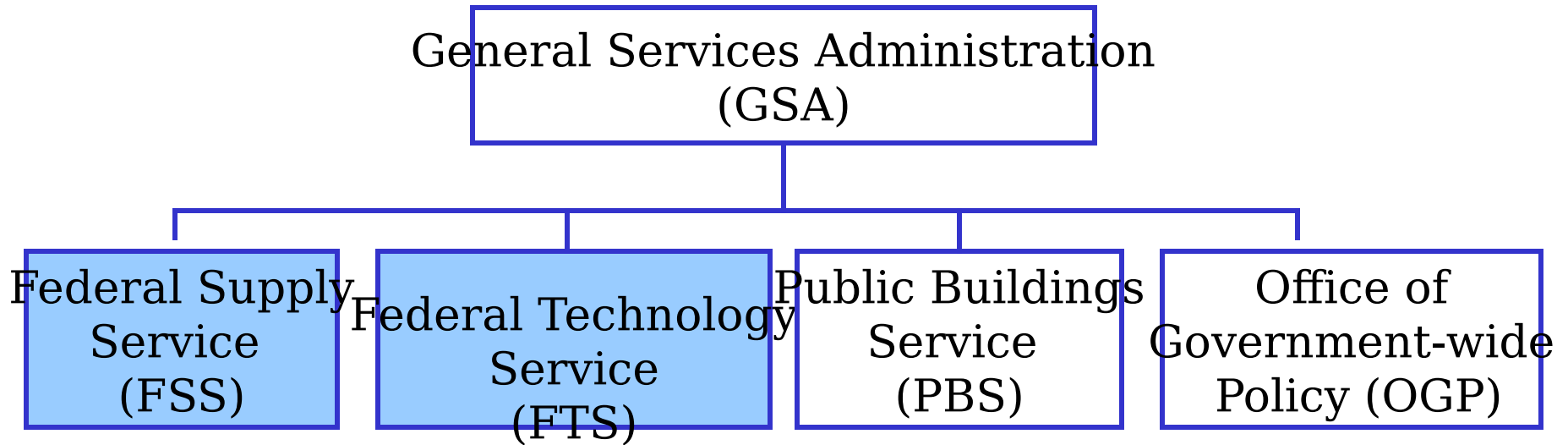


Commercial Information Technology- Product Area Directorate (CIT-PAD)

- Commercial Information Technology-
Product Area Directorate
 - Standard Systems Group (SSG)
 - Air Force IT Superstore
- Mandatory use for AFMC acquisition of
commercial IT products
 - AFMC/CC memo of 10 Aug 00
 - AFMC IT products listed in attachment
 - Exceptions to using CIT-PAD documented by best value
analysis in the Computer Systems Requirement
Document (CSRD) and certified by the appropriate
Communications and Information Systems Officer (CSO)



Using GSA





Federal Supply Service

What do they do?

- Awards commercial schedule contracts for decentralized ordering
 - Also known as **Multiple Award Schedule** (MAS)
 - Includes services schedules
 - e.g., Management, Organizational and Business Improvement Services (MOBIS)
- Does not act as ordering agent for other activities
 - Does not customarily deal in MIPRs



Federal Supply Service Considerations

- GSA has already
 - Complied with Competition In Contracting Act
 - Competition limited to schedule contractors
 - Not subject to protest by non-schedule contractor
 - Satisfied publication requirements
 - No additional synopsis
 - Negotiated prices/rates
 - Fair and reasonable pricing is assumed
 - Included small business contractors



Federal Supply Service Procedures

- Orders issued by local contracting office
- Best value determination required
 - Issue a **Request For Quotation** (RFQ) to at least 3 schedule contractors
 - Performance based SOW
 - State the basis for selecting awardee
 - Rates for services are fair and reasonable
 - Level of effort/labor mix is evaluated
- GAO report: DoD COs not seeking competitive quotes for FSS IT services
 - ESC followed proper procedures
- Consider additional contractors if order exceeds maximum order threshold
 - Seek additional price reductions



Federal Technology Service

What do they do?

- Awards contracts for Information Technology (IT) products and services
- Centralized ordering - through GSA FTS
 - For a price (2%-4% depending on circumstances)
- FTS IT acquisitions - No Economy Act D&F
- MIPRed money goes into the IT fund



MIPR to FTS Considerations

- Bona Fide Need Rule still applies
- IT Fund
 - Can have up to a 5-year 'shelf life'
- 2%-4% surcharge
 - This can add up fast
 - You must consider/document overall cost benefit is in the USAF best interests
- Possible delegation of authority for local contracting office to order from FTS IT contracts
 - Saves fees/surcharges



MIPR to FTS

Considerations (Cont'd)

- Be careful of scope issues
 - Scope may be protested
 - Winning protest on scope can derail your acquisition
- USAF contracting office has no privity of contract
 - FTS handles post-award issues
- No credit for AFMC socio-economic goals
 - Small business, small disadvantaged business etc
- GSA-Client MOA
 - Client (USAF) responsibilities: comply fully with all agency (DoD) procurement regulations and policies



MIPR Policy What's New?

- Draft AFMCI 23-102 *PR/MIPR Operations* in coordination
 - Revisions address AFAA audit findings
 - MIPRs should be coordinated with servicing contracting office



MIPR Policy

What's New? (Cont'd)

- Draft AFMC/CC MIPR Policy Memo
 - Stresses obtaining sound business advice from servicing contracting office before MIPR is issued
 - Identify available options
 - Awareness of laws/regulations
 - Document fees/surcharges
 - Applies to AFMC requirements
 - Exemptions
 - Mandatory sources, Mission Capability (MICAP), MILCON, DISA, MSG
 - Use judgement (e.g. TDY funds not a 'requirement')

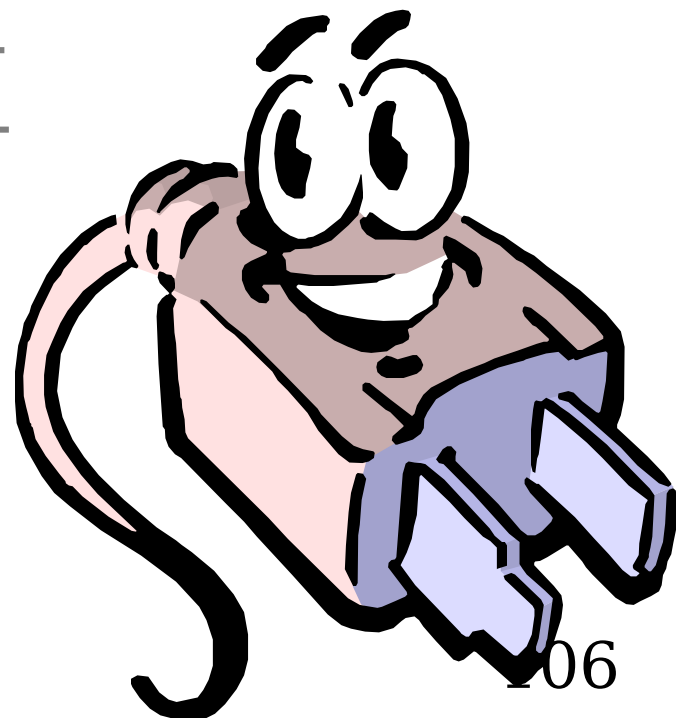


MIPR Key Points

- A&AS requirements still apply
 - Prepare Determination/Decision Document (DDD)
 - Accomplish President Budget Exhibit #15 reporting
- PBSA requirements still apply
 - Prepare adequate surveillance plan
- Economy Act Determination & Findings (D&F)
 - Obtain appropriate approval
- Fees/surcharges
 - Adequately document rationale supporting decision



BREAK





Services

What services are you buying?
A&A

+

How do you describe and manage the PBSA services?

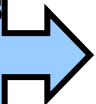
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How do you acquire the services?
MIPRs & Economy Act

=

Acquisition Strategy

Topics we'll cover

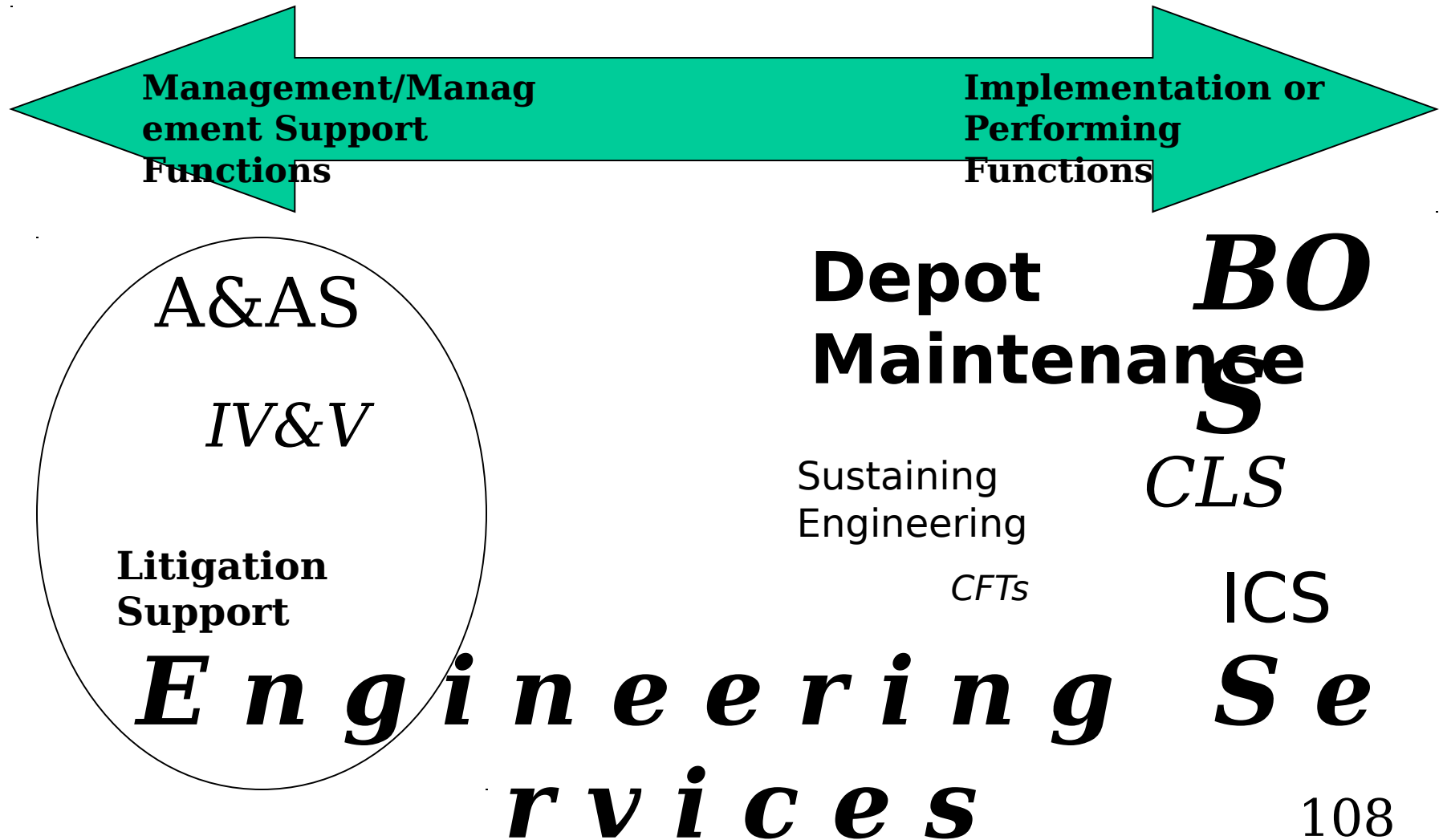


GSA

Multiple Award Contracts



What Are You Buying? Services Spectrum





Overview

Multiple Award Contracts

- Policy
- Awarding **Task Orders**
- “Fair Opportunity”
- Exercises



Multiple Award Contracts Policy

- For indefinite quantity **(indefinite delivery/ indefinite quantity (IDIQ))** contracts, the Contracting Officer (CO) must determine whether multiple awards are appropriate as part of the acquisition planning.
 - The CO must “give preference to making **multiple awards of indefinite quantity contracts** to maximum extent practicable”
 - One mandatory situation
 - These are contract awards that are made under a single solicitation for same or similar services (and supplies) to two or more sources
 - CO determination must be in writing in the acquisition plan or contract file



Multiple Award Contracts Policy (Cont'd)

- For A&AS exceeding 3 years and \$10M, must make multiple awards unless CO determines that multiple awards are not practicable
 - CO determines only one offeror capable of providing the services required at the level of quality required
 - Only one offer is received
- Multiple Award Contract Considerations
 - Scope and complexity of the contract requirement
 - Order frequency and duration of task orders
 - Contractor resources to perform expected tasks
 - Ability to Maintain “competition” amongst awardees
- For service contracts, performance-based work statements must be used to maximum extent practicable
 - Orders must clearly describe all services to be performed

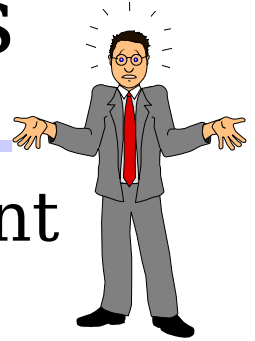


Awarding Task Orders Under Multiple Award Contracts

- Three alternatives
 - Solicit and receive task order proposals from all contract holders
 - This is the preferred method
 - Use Fair Opportunity procedures
 - The CO must provide awardees a “fair opportunity” to be considered for each order exceeding \$2,500, under multiple task-order contracts
 - Exceptions to Fair Opportunity procedures



Fair Opportunity Exceptions



- Agency need for the service is so urgent that delays are unacceptable
- Only one awardee is capable of providing the services required at the level of quality required
- Logical Follow-on to an order already issued under the contract
- Order placement would satisfy minimum guarantee



Fair Opportunity Considerations

- Maximize considerations of all awardees
 - Develop order placement procedures in the contract
 - Factors to be considered in contractor selection decision
 - **Past performance** on earlier orders under the contract, including **quality, timeliness, and cost control**
 - Potential impact on other orders placed with the contractor
 - Minimum order requirements
 - Selection criteria should not be based on any method that allocates or designates preferred awardees
 - The CO must document rationale (selection/exception) for order placement and price of each order



Applying Fair Opportunity

- Within AFMC, experience has shown the split is fairly even what procedures are used for awarding task orders
- Failure to have a placement procedure, and inappropriate or overuse of exceptions can lead to losing flexibility of the Fair Opportunity process
- The outcome can be influenced by training team members, ensuring a placement procedure is in the contract and ensuring that the procedures are followed



Exercise - Making Fair Opportunity Considerations

Five multiple task order contracts were awarded for developing, modifying, and supporting the Legacy Computer System for the Air Force. Contract Task Order Requirement: Contractor A and C are sent a solicitation to submit a proposal for Project 01AA. Tasks cover a 12-month period to include performing hardware and software modifications and configuration management. Proposals must include proposed labor hours, price, experience in this area, and availability.

Discuss this Fair Opportunity Task Order Consideration.



Exercise - Making Fair Opportunity Considerations



Contract Task Order Requirement: The task requires the contractor to do environmental clean-up at four new sites at bases in Texas. A previous task order was sent to four awardees and was completed for the overall program requirement for an unnamed program office. Contractor B performed the initial task which included a plan for clean-up, a test plan for each phase at all the sites, and a demonstration of soil sample collection was submitted under the task. A follow-on task order was given to Contractor B without soliciting the other three awardees.

A. Competition?
B. On the basis of a Fair Opportunity exception?
If an exception is used which is the appropriate exception?



Exercise - Task Order Selection Matrix

Scale: = 1 to 5; low to high; 5 is the highest. Available Resources is critical for this effort.

Criteria	ABC Ktr	DEF Ktr	Olde Ktr	Grate Ktr
Cost/Price (realism/ reasonableness)	3	4	4	5
Experience (Technical/managerial approach)	4	5	5	4
Available Resources (Current workload) *	5	4	4	4
Past Performance (Quality of service, deliverables)	4	5	3	5
Cost Control	3	4	2	5
TOTALS	19	22	18	23

Discuss how a selection matrix can be used for making fair opportunity selections.



Multiple Award Contracts

Key Points



- What you can do about Multiple Award ID/IQ Contracts and Fair Opportunity Procedures
 - Make use of multiple awards of IDIQ contracts when appropriate
 - Include file documentation for multiple award task orders
 - Independent cost estimates for contract tasks
 - Rationale for placement and price of each order
 - Technical reviews or other method of price reasonableness
 - Ensure awardees given a fair opportunity to be considered for each order exceeding \$2,500
 - Document process for selection of task order awardees
 - Document rationale for exceptions to fair opportunity





WHEW





STRATEGIC PLAN

VISION

Services Acquisition
Provide user with value
excellence, & satisfaction



GOAL

Find the best source
Strike the best deal
Get what you pay for



OBJECTIVES

Effective Competition
Performance Based
Service Acquisitions
Service Contract
Management



ACTIONS

Tools
Training
Measuremen



SUMMARY

- Services acquisition is strategy-driven
 - How to define them (A&AS, BOS, Engineering)
 - How to describe them (SOW, SDS)
 - How to assess them (QASP)
 - How to incentivize performance
 - Who should procure them (Acquisition Planning)
 - Local office or MIPR requirement
 - If using multiple award task orders, ensure “Fair Opportunity” for every order > \$2500
- Each of these decisions requires action
 - Requiring activity, CO, and others should work as a team